



Training Aid

Attrition Management / TACCS

For Instructional Purposes Only



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Retention Department
Recruiting and Retention School
Fort Jackson, South Carolina

Do Not Write in This Booklet



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Chapter 8

Army Attrition Management

8-1. General

This chapter provides policies, procedures and administrative instructions for Army attrition management, which is designed to assist the Army in meeting its end-strength objectives while maintaining a quality force. It prescribes the role of unit leaders and Career Counselors in support of the Army's attrition management and soldier rehabilitation efforts. The policies and procedures outlined in this chapter apply to all soldiers in the rank of SSG (non-promotable) and below with less than 10 years of active military service.

8-2. Objective

The primary objective of Army attrition management is to proactively reduce the attrition of enlisted soldiers without lowering Army standards. Leaders at all levels must continually provide every opportunity for rehabilitation to soldiers who falter, but have the potential to serve honorably. Leaders must remain alert for attrition indicators to identify soldiers at risk for early separation. Except as otherwise indicated in this regulation and AR 635-200, commanders must make maximum use of counseling and rehabilitation before determining that at risk soldiers have no potential for further service and, therefore, must be processed for separation.

8-3. Responsibilities

- a. Office of the Deputy Chief of Staff G-1 (DMPP)
 - (1) Monitor attrition rates and reasons for separation. .
 - (2) Provide funding for the study and development of attrition management tools and support mechanisms needed to facilitate the attrition management process within the retention system.
 - (3) Develop and implement policies and recommend legal statutes that support reduced attrition and promote effective counseling.
- b. PERSCOM (RMD)
 - (1) Recommend policy and statute changes regarding attrition management to the Office of the Deputy Chief of Staff-G1 (DMPP).
- c. MACOM and subordinate Army commanders
 - (1) Develop attrition management programs for subordinate commands that are consistent with this regulation and DA policy and procedures.
 - (2) Monitor subordinate commands for trends in attrition.
 - (3) Report findings regarding attrition rates, identified trends and suggested program improvements to higher levels of command as determined by the Office of the Deputy Chief of Staff-G1 (DMPP).
- d. Battalion level commanders and command sergeants major
 - (1) Implement and aggressively support Army attrition management programs within their command.
 - (2) Ensure maximum use of counseling and rehabilitation for marginal or substandard soldiers with potential for further service.
 - (3) Convene the Commander's Attrition Council (CAC), at minimum, quarterly to review and evaluate counseling and rehabilitation efforts for soldiers enrolled in the Commander's Attrition Reduction and Rehabilitation (CARR) Program. The council will consist of:
 - (a) The battalion level commander and command sergeant major,
 - (b) All company level commanders and first sergeants within the battalion,
 - (c) The servicing Career Counselor (PMOS 79S),
 - (d) Other members as directed by the commander, such as the SJA, chaplain, ACS representative, etc.
- e. Company level commanders and first sergeants
 - (1) Implement and aggressively support Army attrition management programs within their command.
 - (2) Identify at risk soldiers utilizing the "whole person" concept (paragraph 3-7) and paragraph 8-6 below. Ensure they are counseled and entered into corrective training and/or rehabilitation programs.
 - (3) Monitor counseling and rehabilitation of at risk soldiers. Ensure that they are counseled monthly on the status of their rehabilitation and potential for further useful service.
 - (4) Serve as members of the CAC.

8-4. Career Counselor role in attrition management

Career Counselors (PMOS 79S) are the primary advisors to commanders and leaders on attrition management programs. Career Counselors will insure that the counseling methods outlined in appendix C of this regulation are enforced throughout their area of responsibility. Counseling of soldiers upon initial assignment to their first and subsequent duty stations is extremely important and crucial to the success of effective attrition management programs. These counselings are designed to engage and motivate soldiers to set and meet short and long-term career goals. Additionally, within 30 days of a soldier being enrolled in the CARR Program, the Career Counselor will counsel the soldier on the effects of early separation (i.e., loss of veteran's benefits, bonus recoupment, loss of educational incentives, etc.), unless previously accomplished under paragraph 8-7 below.

- a. Career Counselors will monitor the status of soldiers identified as at risk for early separation.

This includes:

- (1) Maintain statistical data on the number of at risk soldiers, their rehabilitation progress, rehabilitation success rates and unit attrition rates.
 - (2) Advise unit leadership on available rehabilitation measures and identifying situational experts before the need arises.
 - (3) Verify that mandatory initial actions have been taken, such as flagging actions, AEA Code and ERUP code changes.
 - (4) Monitor and track soldiers enrolled in the CARR program.
 - (5) Advise commanders on the pre-separation counseling and local reassignment requirements of AR 635-200 for those soldiers who fail to respond to rehabilitation efforts.
 - (6) Analyze statistical data to identify trends in identification, rehabilitation and separation of at risk soldiers. Based on this analysis, recommend courses of action to the commander to reduce attrition.
- b. The Career Counselor's responsibilities outlined in this chapter will not be delegated to full-time Reenlistment NCOs (as described in para 9-5c), except in rare circumstances (such as geographical constraints) and only when approved in writing by the servicing MACOM Command Career Counselor.

The Attrition Reduction and Management (ARM) Program

8-5. Attrition reduction

- a. Reducing the risk of attrition begins upon a soldier's assignment to their first permanent duty station. Commanders, leaders and Career Counselors must conduct proactive counseling procedures as prescribed in FM 22-100 and Appendix C of this regulation to manage assigned soldiers. The primary responsibility for early identification of at risk soldiers, as well as their counseling and rehabilitation, lies with the soldiers' first-line leaders.
- b. All soldiers will be continually evaluated under the "whole person" concept, as set out in paragraph 3-7. Soldiers who cannot, or do not, measure up to such standards are at risk for early separation.

8-6. Identification of at risk soldiers

All leaders must be especially alert of the need to implement early rehabilitation efforts for soldiers of the following, or similar caliber:

- a. Untrainable soldiers. These soldiers are often identified by failure to perform the basic tasks required of their PMOS, or loss of qualification in PMOS, and the soldier's resistance toward or inability to complete retraining. Additional indicators include: failure to achieve individual weapons qualification, failure of the Army's Physical Fitness Test, substandard evaluation results by the Army Education Activity. Soldiers who meet the minimum standards for their present rank but lack the potential to become a supervisor or senior technician may be deemed untrainable.
- b. Unsuitable soldiers. When possible, these soldiers will be identified early in their military service with a view toward elimination from the service. When administrative discharge is not warranted, action will be taken under this chapter to rehabilitate the soldier and if rehabilitation is unsuccessful, process the soldier for separation under the provisions of AR 635-200.
- c. Single soldiers/dual-service couples with dependent family members. Commanders will enroll soldiers described below in the CARR Program provided they have been counseled per AR 600-20, chapter 5, and do not have on file, within 2 months after counseling, an approved family member care plan as described in AR 600-20, chapter 5. Soldiers described below who have assignment instructions to an overseas assignment will be enrolled in the CARR Program if they are unable to provide names of guardians who will care for their family members in CONUS in the event of evacuation from overseas. The balance of the family care plan is completed after arrival in the overseas command.

- (1) Single soldiers are soldiers who are-
 - (a) single,
 - (b) widowed,
 - (c) divorced,
 - (d) legally separated,
 - (e) residing without their spouses,
 - (f) with a spouse who is incapable of self-care; and who has custody of one or more minor family members or one or more adult family members unable to care for themselves (who, for example, are handicapped or infirm).
- (2) Dual service couples include married Army couples and soldiers who have military spouses from another service.
 - d. Attrition indicators. Soldiers may be identified as at risk for early separation for one or a combination of the below listed infractions or reasons. This listing provides examples of possible attrition indicators and is not intended to be all-inclusive. Examples are-
 - (1) Lateness to formations, details, or assigned duties.
 - (2) AWOL for 1- to 24-hour periods.
 - (3) Losses of clothing and equipment.
 - (4) Substandard personal appearance.
 - (5) Substandard personal hygiene.
 - (6) Continuous indebtedness, reluctance to repay, or late payments.
 - (7) Article 15(s).
 - (8) Frequent traffic violations.
 - (9) An excessive number of sick calls without medical justification.
 - (10) Lateness returning from pass or leave.
 - (11) Cannot follow orders; shirks responsibilities; takes too much time; is recalcitrant.
 - (12) Cannot train for a job; apathetic; disinterested.
 - (13) Cannot adapt to military life; uncooperative; involved in frequent difficulties with fellow soldiers.
 - (14) Failure to manage personal, marital, or family affairs. This includes failure to respond to duty requirements because of parenthood or custody of dependents (minor or adult).
 - (15) Causes trouble in the civilian community.
 - (16) Involvement in immoral acts.
 - (17) Personal behavior brings discredit upon his unit or the Army.
 - (18) Failure to achieve individual weapons qualification.
 - (19) Failure to pass the Army's Physical Fitness Test for record.
 - (20) Failure to maintain the Army Weight Control Program standards.
 - (21) Loss of qualification in PMOS when PERSCOM (TAPC-EPR-F) has determined that reclassification is not appropriate because the soldier cannot be retrained into a new MOS.
 - (22) Noncompetitive for promotion.
 - (a) Slow rank progression resulting from a pattern of marginal conduct or performance.
 - (b) No demonstrated potential for future service (repeated counseling statements or other indicators).
 - (c) No demonstrated ability to keep pace with others of the same Career Management Field.
 - (d) Declines attendance to or removed for cause from professional development courses such as PLDC, BNCOC, ANCOC, and so on.
 - (e) Not recommended for promotion by unit commander.
 - (f) Lack of potential to become a supervisor or senior technician.

8-7. Rehabilitation of at risk soldiers

When leaders identify a soldier as being at risk for early separation, the soldier will be counseled and informed of the steps necessary for successful rehabilitation. The soldier should be referred to the servicing Career Counselor to receive counseling on the impact of early separation. The soldier's leaders will continue corrective training/rehabilitation and will counsel the soldier monthly on his or her progress. Soldiers who do not respond to initial rehabilitation efforts or fail to successfully complete rehabilitation will be enrolled in the CARR Program.

The Commander's Attrition Reduction and Rehabilitation (CARR) Program

8-8. General

Only soldiers of high moral character, personal competence, and demonstrated adaptability to the requirements of the professional soldier's code will be retained in the Army.

a. The CARR Program is a rehabilitative tool. Enrollment in the CARR Program intended to put the soldier on notice that -

(1) He or she is not a candidate for continued service.

(2) He or she may be a candidate for separation if the circumstances that led to enrollment in the CARR Program are not overcome.

b. Soldiers will be advised exactly what is expected in order to be removed from the CARR Program and be given explicit timetables to overcome deficiencies.

c. Soldiers enrolled in the CARR Program are not precluded from administrative separation at a later date.

d. Commanders wishing to disapprove a request for reenlistment or extension by a soldier who is fully qualified for reenlistment in accordance with chapter 3, without waiver, must concurrently submit a DA Form 4126-R, Commander Attrition Reduction and Rehabilitation (CARR) Program Enrollment Form, or follow the procedures in paragraph 1-8 of this regulation. Soldiers otherwise qualified may not be arbitrarily denied reenlistment.

8-9. Criteria

Soldiers identified by unit leaders as being at risk for early separation and those at risk soldiers who do not successfully complete rehabilitation under the ARM Program will be enrolled in the CARR Program.

8-10. Guidelines

The program provides a means for commanders to closely monitor the counseling and rehabilitation progress for marginal or substandard soldiers. This is necessary to ensure the quality of the force while reducing enlisted attrition rates Army-wide.

a. Soldiers in the ranks of SSG (promotable) and above or those with 10 or more years of active federal service will not be enrolled in the CARR program, but will be processed under the applicable provisions of AR 635-200.

b. Soldiers will not be enrolled in the CARR Program when separation action is pending or mandated according to AR 635-200.

c. Soldiers will not be enrolled in the CARR Program solely because they refuse to reenlist.

d. The CARR Program will not be used instead of trial by court-martial, nonjudicial punishment, or other administrative action.

e. The fact that disciplinary or administrative action not resulting in separation has been previously taken does not preclude soldiers from being enrolled in the CARR Program. When a soldier has been processed for separation and subsequently retained, any documents used in that action may be used to enroll the soldier in the CARR Program.

f. The fact that a soldier may be issued an honorable or general discharge for the current period of service does not prevent enrollment in the CARR Program to deny the soldier later service in the Army.

g. The fact that a soldier may have served honorably for a number of years does not prohibit enrollment in the CARR Program.

8-11. Procedures

A soldier's unfitness or unsuitability may show up soon after entry into the military service or it may not develop or become apparent until after many years of service.

a. A current commander should not be deterred from using the CARR Program for soldiers performing in a substandard manner who may have been permitted to remain on active duty for a number of years.

(1) Normally, soldiers will not be enrolled in the CARR Program if they have been assigned to a unit for less than 90 days. If enrollment is initiated during this time, the DA Form 4126-R will contain an explanation on the timing of the action.

(2) Enrollment in the CARR Program will not be based on generalities, approximate dates, vague places or times. It will be based on specific incidents substantiated by official counseling record made at the time of each occurrence. The soldier should be counseled on each occurrence and told that all

instances are made matter of official record when such acts are considered unworthy of continued service in the Army are performed.

(3) Enrollment in the CARR Program will be initiated without regard to a soldier's ETS or reenlistment intent. However, enrollment in the CARR Program will not normally be initiated when a soldier is within 30 days of ETS or departure from the current unit. If warranted by recent incidents, enrollment should be initiated regardless of a soldier's ETS or departure date. When enrollment is initiated during this period, the DA Form 4126-R will contain an explanation of the timing of the action.

b. A soldier will normally be enrolled in the CARR Program by their company level commander, however any commander in the soldier's chain of command may direct enrollment. Enrollment is accomplished by completing DA Form 4126-R. On this form, the commander will summarize the basis for enrollment in the program. This includes the number and dates of courts-martial, incidents of nonjudicial punishment, and all other factual and relevant data supporting enrollment. The soldier will be flagged according to the provisions of AR 600-8-2 upon initiation of the action, unless the soldier is currently flagged for the underlying attrition indicator. Soldiers will remain flagged as long as they are enrolled in the CARR Program.

(1) An electronic version of the form may be used or the form may be reproduced locally on 8 1/2-inch by 11-inch paper from the copy located at the back of this regulation.

(2) The commander will present the enrollment form to the soldier concerned and counsel the soldier on the reasons for enrollment and methods to overcome the stated deficiencies. The soldier will be given a copy of the DA Form 4126-R and allowed a period of seven days to prepare a rebuttal statement, if desired, as required by AR 600-37. The commander may, on a case-by-case basis, grant an extension of this period.

(3) The DA Form 4126-R will be addressed from the company level commander, thru the soldier to the battalion level commander.

(4) Upon receipt of the DA Form 4126-R, the battalion level commander will review the case. If approved, they will sign the form and return it to the company level commander, directing initiation of a CARR Program file on the soldier. If the battalion level commander feels that enrollment in the program is not justified, he or she will disapprove enrollment and return the form to the company level commander.

(5) The company level commander for all soldiers enrolled in the program will maintain a CARR Program file. This file will contain, at a minimum, the following items:

(a) DA Form 4126-R with supporting documents.

(b) Copies of DA Form 4856, Developmental Counseling Form, documenting initial and subsequent rehabilitation efforts under the ARM and CARR programs. This includes a copy of the counseling conducted by the Career Counselor prescribed in 8-3f(3) above.

(6) The CARR Program file should be reviewed during the quarterly CAC prescribed in 8-3d(3).

(7) The CARR Program file will be forwarded to the gaining commander for soldiers reassigned under the rehabilitation procedures of paragraph 1-16, AR 635-200 or 8-12d below.

c. After enrollment processing is completed, the soldier's DA Form 4591-R and official record will be updated to reflect an ERUP code of 9K.

d. Soldiers enrolled in CARR Program are not PCS eligible. The soldier's AEA code must be changed to "C" with a termination date of one year from the date of enrollment.

e. If the company and battalion level commanders concur, soldiers who will have less than one year to ETS from the date of enrollment in the CARR Program may be extended for up to, but not beyond, one year from the enrollment date. If the soldier does not meet the extension eligibility criteria of chapter 3, the proper authority must approve required waivers before the extension is accomplished. The battalion level commander is the final approval authority for such extensions. The reason cited will be "In the best interest of the service." This extension action may be taken when the action is initiated, but not later than 30 days prior to ETS.

f. For soldiers who have not been removed from the CARR Program prior to ETS, the DA Form 4126-R will be placed in the soldier's MPRJ. The soldier's DD Form 214 will reflect a Reentry Eligibility (RE) Code of RE-3 with a Separation Program Designator (SPD) Code of JBK or LBK based on the soldiers Military Service Obligation (MSO).

g. A soldier may not be enrolled in the CARR Program after separation from active duty. Further, soldiers may not be retained involuntarily past their normal separation date for enrollment processing.

8-12. Review, removal and separation

a. After a soldier is enrolled in the CARR Program, the company level commander of the unit to which the soldier is assigned, or attached for duty and administration, is responsible to ensure that the soldier is counseled monthly, in accordance with paragraph 8-7 above, on the status of the rehabilitation

process and potential for further service. Additionally, the commander must personally counsel the soldier, at a minimum, every three months. Copies of these counselings will be filed in the soldier's CARR Program file.

b. A soldier will be removed from the CARR Program when the company level commander determines that the soldier is successfully rehabilitated. Commanders will notify soldiers of their removal from the CARR Program using DA Form 4856. The unit will maintain the residual CARR Program file for one year. It will be destroyed after one year or when the soldier is reassigned, whichever is earlier.

c. Unit Commanders will initiate separation proceedings under AR 635-200 at any time for soldiers enrolled in the CARR Program who fail to respond to rehabilitation efforts. Separation processing (as defined in paragraph 1-47, AR 635-200) is required for all soldiers who fail to successfully complete rehabilitation within one year from enrollment in the program.

d. Separation actions initiated against some soldiers are subject to a separation board prior to separation approval. In some instances, the board may recommend to retain the soldier. In these instances, the soldier will remain enrolled in the program and documented rehabilitation efforts will continue. In instances where a permanent change of station is requested or warranted on such soldiers, Career Counselors will forward all pertinent data on the soldier, via RETAIN, to PERSCOM (RMD) for resolution.

REQUEST FOR REENLISTMENT OR EXTENSION IN THE REGULAR ARMY

For use of this form, see AR 601-280; the proponent agency is the Office of the Deputy Chief of Staff, G-1.

SECTION I - SOLDIER'S REQUEST

1. TO

2. FROM

3. REQUEST I BE AUTHORIZED TO *(Select One)*

☐

a. REENLIST IN THE ACTIVE COMPONENT.

☐

b. EXTEND MY ENLISTMENT FOR THE FOLLOWING REASON: _____

4. ACCRUED LEAVE OPTIONS *(Select One)*

☐

a. I DESIRE TO CASH IN _____, DAYS OF ACCRUED LEAVE.

☐

b. I DO NOT DESIRE TO CASH IN ACCRUED LEAVE.

☐

c. I AM EXTENDING MY PRESENT ENLISTMENT AND HAVE BEEN COUNSELED ON CASHING IN ACCRUED LEAVE.

5. DATE

6. SIGNATURE

SECTION II - COMMANDER'S CERTIFICATION

7. COMMANDER'S DETERMINATION OF QUALIFICATION *(Select one)*

☐

a. SOLDIER IS FULLY QUALIFIED FOR REQUESTED ACTION.

☐

b. SOLDIER IS NOT FULLY QUALIFIED AND REQUIRES WAIVER *(Select 8b or 8c(1) below)*.

☐

c. SOLDIER IS FULLY QUALIFIED, BUT IS NOT RECOMMENDED FOR FURTHER SERVICE *(Select 8c(2) or (3) below)*.

8. COMMANDER'S DETERMINATION/RECOMMENDATION FOR CONTINUED SERVICE WITHIN THE ARMY *(Select one)*

☐

a. APPROVED

☐

b. RECOMMEND APPROVAL. DA FORM 3072 IS ATTACHED.

☐

c. DISAPPROVED

☐

(1) I DISAPPROVE THE SOLDIER'S REQUEST FOR WAIVER OF DISQUALIFICATION.

☐

(2) I HAVE ENROLLED THE SOLDIER IN THE CARR PROGRAM ACCORDING TO CHAPTER 8, AR 601-280.

☐

(3) I HAVE INITIATED ACTION UNDER THE PROVISIONS OF PARAGRAPH 1-8e, AR 601-280.

9. TYPED NAME, RANK AND BRANCH OF COMMANDER

10. SIGNATURE

11. DATE

Commander's Attrition Reduction and Rehabilitation (CARR) Program Enrollment Form

For use of this form, see AR 601-280; the proponent agency is the Office of the Deputy Chief of Staff, G-1

THRU	TO	FROM
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SECTION I - COMMANDER'S JUSTIFICATION

Under the provisions of Chapter 8, AR 601-280, I am enrolling the Soldier named below in the CARR Program for reasons indicated in Item 7. I have counseled the Soldier on the reasons for enrollment as well as methods to overcome the stated deficiencies. The Soldier has been counseled and advised of the potential adverse consequences that may result if the Soldier does not respond favorably to rehabilitation efforts.

1. NAME (Last, First, Middle)		2. SSN	3. RANK
4. ETS	5. DEROS	6. TOTAL ACTIVE SERVICE AS OF DATE OF ENROLLMENT _____ YEARS _____ MONTHS _____ DAYS	

7. FACTUAL AND RELEVANT INDICATORS OF UNTRAINABILITY OR UNSUITABILITY

8. NAME, RANK AND BRANCH OF UNIT COMMANDER	9. SIGNATURE	10. DATE
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SECTION II - SOLDIER'S REVIEW (Check and initial as appropriate)

<input type="checkbox"/> _____ 1. I have been furnished a copy of this form (Sec I) enrolling me in the CARR Program		
<input type="checkbox"/> _____ 2. I have been counseled on the reasons for enrollment as well as methods to overcome the stated deficiencies.		
<input type="checkbox"/> _____ 3. I <input type="checkbox"/> do <input type="checkbox"/> do not desire to submit a statement in my own behalf.		
4. TYPED NAME AND RANK OF SOLDIER	5. SIGNATURE	6. DATE

SECTION III - BATTALION OR NEXT HIGHER COMMAND

1. I have reviewed Sections I and II and; <input type="checkbox"/> a. The unit commander will initiate a CARR Program file on the Soldier and ensure the Soldier is counseled monthly on the status of the rehabilitation process and potential for further service. Additionally, the commander must personally counsel the Soldier, at a minimum, every three months. Copies of these counselings will be maintained in the CARR Program file. <input type="checkbox"/> b. Enrollment is disapproved.		
2. TYPED NAME AND RANK OF COMMANDER	3. SIGNATURE	4. DATE

Appendix C – Career Counseling and Planning Procedures

C-1. General The Army Career Counseling process is an on going function that begins the day a Soldier enters the Army, and continues throughout the Soldier's Army career. The Army Career Counseling System involves four stages (Integration, Professional Development, Sustainment, and Career Development) which are designed to prepare Soldiers for the future, whether in a full Army career or for a return to civilian pursuits. Army Career Counseling is an integrated effort between commanders, officers, noncommissioned officers, and Army Career Counselors.

a. Although retaining Soldiers in the Regular Army and Reserve Components is an integral part of career counseling, preparation of Soldiers to be more productive citizens in or out of the Army is the overall objective. Soldiers will be guided early in their Army careers with continued follow-up counseling in setting short term and long range plans which will enable them to make progress toward their goals. Career Counselors will supplement existing local training programs; ensuring leaders are trained in the effective and proper use of personal, performance and career counseling. It may be necessary, and many instances desirable for Career Counselors to bring in outside experts to provide specialized counseling; examples are (but not limited to) family life chaplains, budget and investment counselors, education specialists and health promotion experts.

b. Army Career Counseling matches the needs of the Army and the Soldier and is an empowerment designed to facilitate a Soldier's career development and growth within the framework of the Army's support systems and unique mission requirements. An Army career is difficult and demanding, but also has the potential to be highly rewarding and fulfilling. Soldiers deserve honest and frank evaluations of their potential and opportunities to attain their desired goals within realistic expectations. Soldiers will be advised not only of their reenlistment options; but also of how they compare with their peer group for education, time in current rank and strength status of their Military Occupational Specialty (MOS). Since upward progression is in the best interests of the Army and the Soldier, all counseling sessions should be geared toward advising Soldiers on how they measure up and their promotion or advancement potential. Special areas such as commissioning and warrant officer programs, as well as Reserve Component opportunities, should also be included in each counseling session. The Career Counselor must be knowledgeable on education opportunities available and alternate sources such as College Level Examination Program (CLEP) and Defense Activity for Non-Traditional Education (DANTES) testing, Distance Learning opportunities and alternative sources of education that are tailored to deployed Soldiers, or individuals with irregular schedules. All Soldiers should, with the Career Counselor's assistance, map out their educational goals and as a minimum be made aware of how to attain them.

c. Elements of Army Career Planning Programs.

(1) Clarity of Purpose: A shared responsibility by the Army, leaders and the Soldier to attain goals consistent with the Army's missions and the Soldier's abilities and aspirations.

(2) Commitment: Ongoing research and initiatives by the Army, installations, commanders, and leaders at all levels. A comprehensive effort to ensure fair presentation of Army career opportunities, education opportunities, both in and out of

the military, and presenting Soldiers with proper guidance and opportunities to reach their career and personal goals consistent with Army mission requirements.

Commitment also encompasses a reasonable standard of living for Soldiers and their family members as well as a support mechanism that supports individual self-development and career progression.

(3) Command Support: The degree to which installation, local commanders, and support activities work together to integrate Army missions with Soldier career goals by providing a documented plan for all Soldiers, availability of assistance programs (Education Centers, Distance Learning, Family Life Chaplains, Army Community Services, etc.), and frequent assessment of progress toward these goals.

(a) Local command retention activities will have this information in writing as part of the command retention plan.

(b) Within 90 days of assumption of command, new commanders will be briefed on their responsibilities by the servicing Career Counselor (PMOS 79S).

(4) Program Assessment: Proper coordination must ensure that Army Career Counseling programs meet Army manpower and readiness needs and that all Soldiers are given the opportunity to develop their fullest potential. Staff assistance visits will monitor the following as a minimum:

(a) Quarterly and annual reenlistment rates by categories, i.e., initial and mid-career.

(b) Frequency of movement options which may be a sign of discontent.

(c) Participation in Reserve Components and Special Programs, compared to other commands similar in size and composition.

(d) Availability of military and civilian educational opportunities and participation in these programs consistent with Army mission requirements.

d. Pre-Counseling Preparation. Prior to the counseling session, the Army Career Counselor will obtain and review the Soldier's Personnel Qualification Record (PQR), together with local training records, ARMY G1 automated support systems, and any other information available on the Soldier. The Career Counselor must also talk with the Soldier's leaders to gather information on the Soldier's current status. Commanders should also review these documents prior to their scheduled counseling sessions.

Particular attention will be paid to the following:

(1) Current strength of the Soldier's PMOS.

(2) Soldier's current education level and test scores.

(3) Soldier's current rank and Retention Control Point (RCP).

(4) Soldier's time-on-station and/or DEROS, if overseas.

(5) Military schooling completed and mandatory schooling needed.

(6) Changes in the Soldier's marital status, number of dependents, change of address, health concerns and other personal changes will be noted. These factors are important in the counseling cycle. Changes in marital status may require referral to outside counselors to better enable the Soldier to prepare and manage a household or become aware of schooling and programs for family members.

e. Counselors will review prior counseling, recorded on the DA Form 4591-R and DA Form 4856, to follow up on previous points.

C-2. Career Counseling Sessions

- a. Career counseling sessions are required to be conducted for all Soldiers in the rank of SSG and below not in an indefinite status. As an exception, sustainment phase career counseling for Soldiers with non-waiverable disqualifications (see chap 3) is not required, but is recommended. Although the reenlistment process becomes more evident in the months prior to the opening of the reenlistment window, the process is actually ongoing and involves frequent updates, whether in career/professional development sessions or individual counseling sessions, as stated in C-1 above.
- b. Career Counselors will advise and assist leaders and commanders in identifying potential attrition indicators, implementing the Commander's Rehabilitation Program, and eliminating Soldiers not deserving further service in the Army.
- c. Commanders and Career Counselors will ensure that information is available regarding the Soldier's military and civilian education and professional development. Career Counselors must have access to automated systems to provide maximum counseling support to Soldiers.
- d. Particular attention will be given to a Soldier's individual qualifications and potential for promotion and further service. Soldiers not meeting required or desired standards will be counseled on educational development programs to become qualified before his or her current reenlistment window expires. Soldiers must also be informed if they are potentially noncompetitive in their current specialty. If retraining or reclassification is appropriate, Soldiers will be advised of alternatives within the Army, and the potential effect on their career if they remain in a less competitive or over-strength specialty.
- e. Soldiers must be asked about their future goals and personal plans for obtaining those goals. A candid assessment of the Soldier's strong points, interests and weakness will enable the Soldier to make the proper decision. All qualified Soldiers will be asked to reenlist. Those Soldiers who desire to separate, and who are qualified, will be advised of Reserve Component (RC) opportunities, and enlisted or transferred to an RC, if possible.
- f. Commanders must ensure that Career Counselors have access to Soldiers during duty hours and in the place of duty. In units where access to the normal place of duty requires security clearance, commanders should, when practical, process appropriate security clearance for the Career Counselor (PMOS 79S).

C-3. Reserve Component affiliation/enlistment counseling

- a. The Company Retention NCO will coordinate through the Battalion Career Counselor/Retention NCO, to schedule all Soldiers, not intending to reenlist in the Active Army, for an RC counseling session not later than 180 days prior to ETS or beginning of transition leave.
- b. The company Retention NCO will ensure a copy of the DA Form 4591-R is either hand carried by the Soldier, or forwarded, to the Career Counselor prior to the interview. Electronic or reproduced copies will suffice.
- c. Soldiers will be interviewed individually by the servicing Career Counselor. Each Career Counselor will ensure that an appointment system is established for scheduling Soldiers for their required counseling and that all separating, eligible Soldiers are counseled during the prescribed time frame.

C-4. Delegation of authority to conduct career counseling sessions

a. Unless otherwise specifically stated below, responsibility for conducting career counseling sessions will not be further delegated.

(1) Commanders of large units where the majority of troops are not under the direct control of the commander (for example, division AG companies or HQ garrison companies), may desire to delegate his/her authority to conduct career counseling sessions.

(2) Commanders may delegate this authority to the responsible section chief or staff officer (commissioned or warrant) for the Soldier concerned.

(3) Delegation of this authority will be in writing and may not be further delegated.

(4) Commanders retain responsibility to ensure counseling requirements are completed and documented per this regulation.

b. The Career Counselor assigned duties as prescribed in paragraph 2-2f will accomplish all counseling and other regulatory requirements.

c. Battalion Career Counselor. In units not assigned a Battalion Career Counselor, the full time Battalion Retention NCO will accomplish all career counseling sessions and other regulatory requirements (see paragraph 9-5).

C-5. The Army Career Counseling System (TACCS). The Army Career Counseling System is designed to develop leaders, improve force alignment and impact Army end-strength. Specifically, it allows the Career Counselor to advise leaders and counsel Soldiers employing the following four phases to manage retention, force alignment, attrition and reserve component transition. The system and required counseling sessions are not designed to replace or provide oversight of the unit leader developmental counseling requirements, but rather supplement the process through leader development and Soldier education.

a. Integration. Vital to the Army's sponsorship program. Integration will assist to reduce turbulence with Soldiers when they initially arrive at their units. All Soldiers will be counseled by their Career Counselor to ensure that critical areas have been addressed (sponsorship, basic human needs, personnel and financial issues, military programs and family support groups).

b. Professional Development. This applies to all Soldiers not serving in an indefinite status. Career Counselors will counsel these Soldiers on understanding the Army. This function will focus on educating Soldiers on the Decentralized and Semi-centralized promotion systems, the Army Continuing Education system, various military schools, reclassification, special programs, importance of diverse assignments, finding a mentor and establishing short/long term goals. This phase will assist in developing the Soldier on the Army as a profession. It is used to provide Soldiers with a check on their development and accomplishment of their goals.

c. Sustainment. Retains quality Soldiers. Enhances Army readiness. Reenlistment enhances Army readiness by aligning the current force with Army force structure requirements based on established priorities at the time of reenlistment. Reenlistment is a tool that supports the Army's transformation. For those Soldiers that decide to separate at ETS, the Career Counselor will assist them in continuing to serve with the Army as they transition into civilian life. Transition comes in several forms; enlistment

into the Army National Guard, transfer/enlistment into the U.S. Army Reserve, or retirement.

d. Career Development. Applies to Soldiers serving on their second or subsequent term of service in the Army. It focuses counseling Soldiers on the Army as a career. This function will educate Soldiers on the Centralized promotion system, education (military and civilian), special programs, and assignments, retention control points, retirement, indefinite reenlistment, mentoring, establishing short/long term goals, etc. Short and long term goals established in the Professional Development Phase will be evaluated and tailored to meet the Soldier's career needs, wants and desires.

Table C-1 Career Counseling Sessions

1	<p>Title: Integration</p> <p>Time: Within 30 days of assignment to unit (all Soldiers)</p> <p>Type: Integration</p> <p>Counselor: Career Counselor</p> <p>Guidance: Check that in-processing to the unit is proceeding successfully. Any problems should be resolved in coordination with unit NCOs. Areas to address: basic human needs, personnel and finance issues, family support groups, military programs, sponsorship, and receipt of enlistment/reenlistment incentives due. Feedback on unit in-processing and sponsorship will be provided to the unit commander. This counseling will assist in reducing turbulence for Soldiers when they initially arrive in the unit. This counseling also sustains the Army's commitment to the Soldier as an integral member of the new command. Although first line leaders are responsible for the basic needs of their Soldiers, the Career Counselor on behalf of the commander provides an essential element in a smooth transition to the new command.</p>
2	<p>Title: Professional/Career Development</p> <p>Time: 90-120 days after assignment to unit (all Soldiers).</p> <p>Type: Professional and Career Development.</p> <p>Counselor: Career Counselor</p> <p>Guidance: The Career Counselor will screen the Soldier's records, verify service dates and extract pertinent information as required to tailor the counseling session.</p> <p>a. Soldiers serving on their initial enlistment (Professional Development). Career Counselors will counsel these Soldiers on understanding the Army. The counseling will focus on educating Soldiers on the decentralized and semi-centralized promotion systems, the Army Continuing Education System, various military schools, reclassification, special programs, importance of diverse assignments, finding a mentor and establishing short and long term goals. The Career Counselor will also assist the Soldier in setting specific career development goals. This session is an informal helping process to assure the Soldier begins his/her new assignment with data essential to make solid career or life decisions. Special attention will be paid to the Soldier's expectations from an Army experience. Guidance will be provided to foster the Soldier's desires and eliminate false impressions while instilling a realistic, achievable life plan within the Army's framework.</p>

	<p>b. Soldiers serving on their second or subsequent enlistment (Career Development). Career Counselors will counsel these Soldiers on the Army as a career. The counseling will focus on the status of the Soldier's current short and long term goals, an overview of the centralized promotion system, education (military and civilian), special programs and assignments, retention control points, retirement, indefinite reenlistment, mentoring, etc. Short and long term goals will be evaluated and tailored to meet the Soldier's career needs, wants, and desires. Since there is a strong likelihood that these Soldiers will be married or have dependents, the counselor must be cognizant of factors that affect the Soldier's plans and enable the Soldier to build a career plan around a family and the resulting impact a career imposes. Expectations for post Army retirement should also be discussed and potential long-term personal growth programs explored.</p>
3	<p>Title: Commander's Professional/Career Development Time: Annually on BASD anniversary (All Soldiers) Type: Professional and Career Development Counselor: Company Commander Guidance: This annual counseling session will serve as follow-on to the initial Professional/Career Development counseling. The focus of this counseling is to check on the status of professional and career goals, and to assist the Soldier in overcoming obstacles to the accomplishment of those goals. The commander will evaluate information provided by the Career Counselor as well as performance reports from the Soldier's leaders. This counseling should also serve as a means for the commander to further assess the Soldier's goals, expectations and understanding of the command's mission. The Soldier will be informed of both positive and negative aspects of current performance and methods to overcome shortcomings, or to further improve performance. The commander will follow up on original findings provided by unit leaders. Commanders will pay special attention to changes in personal status (marriage, dependents, monetary problems, health etc.). Referral to outside agencies may be required to obtain expert guidance in some instances. If the Soldier shows limited future potential or substandard conduct, the commander will advise the Soldier that he/she may not be a candidate for reenlistment. If enrollment in the Commander's Rehabilitation Program is appropriate, it should be discussed at this time (see chapter 8). If the Soldier is in an over-strength specialty or is noncompetitive for promotion, retraining options should also be discussed. Ineligible Soldiers will be informed of their status and specifically advised what action is necessary to become eligible. Soldiers recommended for reenlistment, regardless of eligibility status, will continue to receive all counseling. Soldiers not recommended for further service will be informed that they are being considered for enrollment in the Commander's Rehabilitation Program.</p>

4	<p>Title: Commander's Retention</p> <p>Time: 26 months prior to ETS (all Soldiers not serving on indefinite reenlistments).</p> <p>Type: Sustainment.</p> <p>Counselor: Company Commander</p> <p>Guidance: If a Soldier is undecided about reenlistment, this is the time to help him/her analyze abilities, opportunities, limitations, and personal problems. All problems should be resolved at this time. Discuss the status of the Soldier's MOS, the promotion cutoff score for his or her MOS, and opportunities for promotion. Soldiers in over-strength PMOS should be encouraged to consider the advantages of retraining at the reenlistment point. This discussion should include advantages of the BEAR program. Interested Soldiers will be referred to the battalion or servicing Career Counselor. Soldiers who have limited potential for a further Army career will be advised of needed improvements and told of shortcomings that need to be overcome. Soldiers will also be advised in a frank manner how they compare with their peers, not only in their career field, but also in the Army overall. This counseling will enable Soldiers to weigh alternatives, become more competitive, or prepare for transition to civilian life.</p>
5	<p>Title: Retention</p> <p>Time: 24-25 months prior to ETS (all Soldiers not serving on indefinite reenlistments).</p> <p>Type: Sustainment.</p> <p>Counselor: Career Counselor</p> <p>Guidance: This counseling is conducted with the purpose of obtaining a reenlistment commitment from the Soldier. A review of the Soldier's qualifications from previous counseling will be conducted. Reenlistment options available to the Soldier will be discussed in detail. A review of Army benefits is also appropriate at this time. Soldiers will be apprised of current retirement programs, health care plans for family members, education opportunities and other monetary and personal benefits that an Army career provides. Should a firm reenlistment commitment be obtained the unit Retention NCO will insure that the Soldier initiates the DA Form 3340-R. Coordination with commanders will be conducted if entry into the Commander's Rehabilitation Program is warranted. Appropriate record checks to verify eligibility will also be conducted as appropriate.</p>
6	<p>Title: Retention Options</p> <p>Time: 16-18 months prior to ETS (all Soldiers not serving on indefinite reenlistments).</p> <p>Type: Sustainment.</p> <p>Counselor: Career Counselor</p> <p>Guidance: This counseling is conducted with the purpose of obtaining a reenlistment commitment from the Soldier. A review of the Soldier's qualifications from previous counseling will be conducted. Any additional reenlistment options available to the Soldier at this time will be discussed in detail. A review of the Regular Military Compensation (RMC) Chart is also appropriate at this session, especially if confusion over military and civilian pay potential and benefits packages</p>

	<p>exist. A review of Army benefits is also appropriate at this time. Soldiers will be apprised of current retirement programs, health care plans for family members, education opportunities and other monetary and personal benefits that an Army career provides. Should a firm reenlistment commitment be obtained, the unit Retention NCO will insure that the Soldier initiates the DA Form 3340-R. Coordination with commanders will be conducted if entry into the Commander's Rehabilitation Program is warranted. Appropriate record checks to verify eligibility will also be conducted as appropriate.</p>
7	<p>Title: Retention Follow-up Time: 12-13 months prior to ETS (all Soldiers not serving on indefinite reenlistments). Type: Sustainment. Counselor: Career Counselor Guidance: This counseling is conducted with the purpose of obtaining a reenlistment commitment from the Soldier. A review of the Soldier's qualifications from previous counseling will be conducted. Any additional reenlistment options available to the Soldier will be discussed in detail. A review of Army benefits is also appropriate at this time. Soldiers will be apprised of current retirement programs, health care plans for family members, education opportunities and other monetary and personal benefits that an Army career provides. Counselors should also advise Soldiers to investigate civilian opportunities available through the Army Career and Alumni Program (ACAP) to compare available alternatives. A review of the RMC Chart is also appropriate at this session, especially if confusion over military and civilian pay potential and benefits packages exist. Should a firm reenlistment commitment be obtained the unit Retention NCO will insure that the Soldier initiates the DA Form 3340-R. Coordination with commanders will be conducted if entry into the Commander's Rehabilitation Program is warranted. Appropriate record checks to verify eligibility will also be conducted as appropriate.</p>
8	<p>Title: Retention Summary Time: 7 months prior to ETS (all Soldiers not serving on indefinite reenlistments). Type: Sustainment. Counselor: Career Counselor Guidance: Any unresolved issues and problems must be addressed. The goal is a firm reenlistment commitment. Review all options, incentives and benefits to include Reserve Component programs. If appropriate, refer the Soldier to the unit commander, First Sergeant, or Command Sergeant Major for follow-up counseling. If a Soldier appears to be uncertain whether or not to remain in the Army, a comprehensive review of previous counseling sessions, stated goals, desires and aspirations will be discussed. The objective is to enable Soldiers to make an educated decision and to provide all factual data that will assist in obtaining a decision on reenlistment, RC transition or separation. Should a firm commitment be obtained, initiate DA Form 3340-R and immediately coordinate with the commander.</p>

9	<p>Title: Reserve Component Transition</p> <p>Time: 180 days prior to ETS or beginning of transition leave.</p> <p>Type: Reserve Component Benefits and Options.</p> <p>Counselor: Career Counselor</p> <p>Guidance: The primary purpose is to encourage eligible Soldiers, through presentation of individually tailored benefits and options, to transition into an ARNGUS unit or USAR unit. For those Soldiers qualified for RC service under the provisions of this regulation who have completed their MSO and for whom unit membership is not possible or practical, enlistment into the IRR will be encouraged. Commanders may waive this interview if the Soldier is currently processing for reenlistment in the Active Army.</p>
10	<p>Title: Reenlistment Follow-up</p> <p>Time: 60-90 days after reenlistment (all Soldiers).</p> <p>Type: Career Development.</p> <p>Counselor: Career Counselor</p> <p>Guidance: This is a follow-up counseling session to ensure that all options, incentives and other promises made in conjunction with the Soldier's reenlistment have been fulfilled. This session provides the "service after the sale" to the Soldier and is used to alleviate problems, actual or perceived, associated with the reenlistment and resulting consequences of PCS moves, relocation of dependents or similar problems. Referral to outside agencies may be necessary.</p>
11	<p>Title: Change of Station/Transition</p> <p>Time: 60-90 days prior to PCS/Leave/Training Start Date or Transition Leave/ETS (all Soldiers).</p> <p>Type: Career Development</p> <p>Counselor: Career Counselor</p> <p>Guidance: This counseling session enables the Career Counselor to assist the Soldier in the PCS/ETS process and answer any questions or help to solve any remaining problems to ensure that the Soldier's move commences with the minimum of difficulty. The Career Counselor must also verify that all service remaining requirements have been met and/or any required security clearances obtained. Conduct RC follow-up for transitioning Soldiers to allow them to consummate ARNG contracts.</p>